VIRGINIA APPALACHIAN REGIONAL COMMISSION PROGRAM

2013 How-to-Apply Workshop

Abingdon, Virginia – July 11, 2012

Virginia Department of Housing and Community Development

Community Development Division

Workshop Agenda

➢ **Welcome and Introductions**

➢ **ARC Background**

➢ **News and Announcements, What's New, and Timetable**

➢ **ARC Funding Description**

➢ **Review of Requests for Proposals**

➢ **Overall Guidance**

➢ **Technical Assistance and Closing**

ARC Background

- **The Appalachian Regional Commission, or ARC, is an independent Federal agency created through the Appalachian Regional Development Act of 1965**

- **ARC's mission is to be an advocate for and partner with the people of Appalachia to create opportunities for self-sustaining economic development and improved quality of life.**
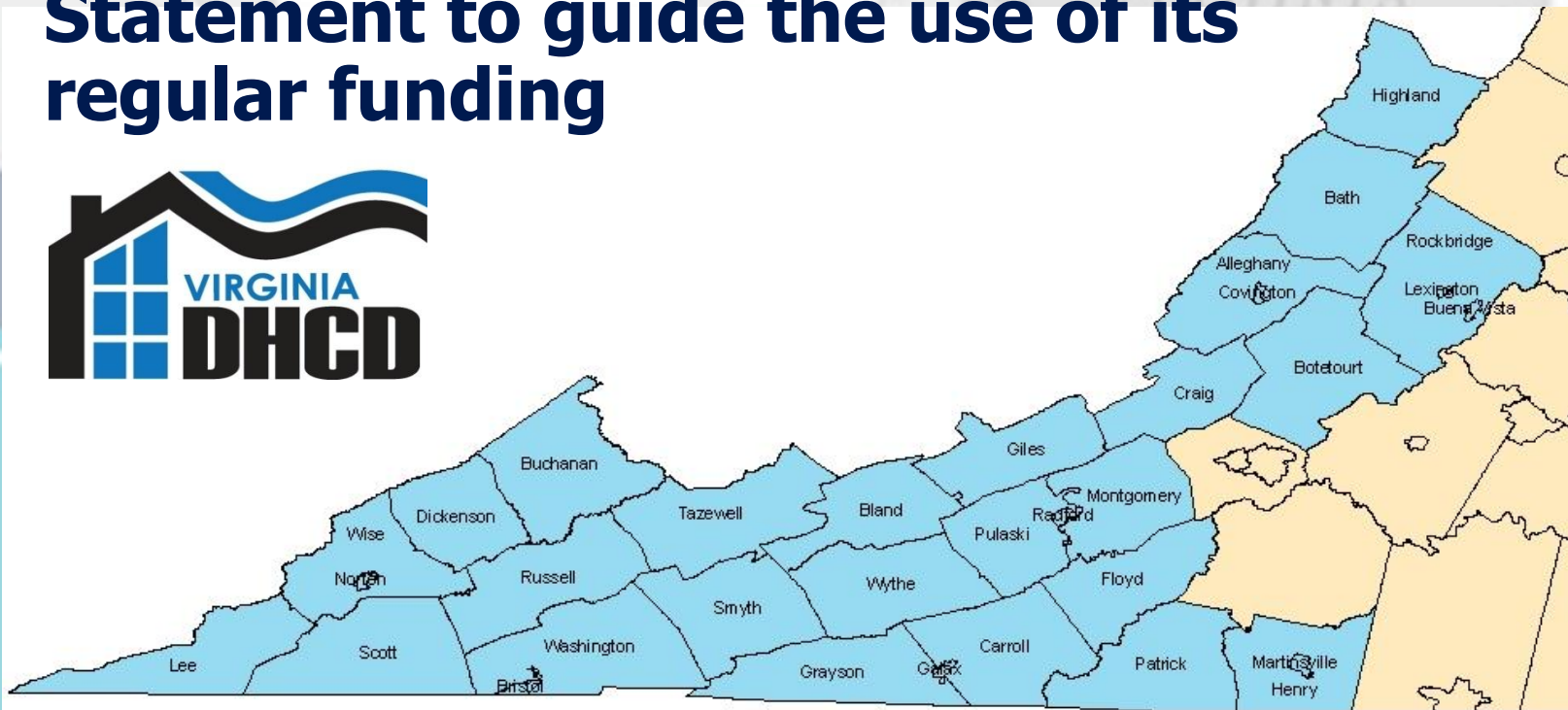
ARC in Virginia

- **Most ARC resources allocated for Virginia are administered by the Department of Housing and Community Development**

- **Virginia develops an Annual Strategy Statement to guide the use of its regular funding**

ARC in Virginia

- **Virginia receives funding on an annual basis and through special initiatives for distribution in the designated localities**

- **The primary components of Virginia's ARC Program are:**

  - **Local Development Districts**
  - **Area Development**
  - **Regional Initiatives**
    - **Asset-Based Development**
    - **Telecommunications Initiative**
    - **Energy Efficiency Initiative**
  - **Highway (VDOT)**

Eligible ARC Applicants

- **Non-profit organizations, educational institutions, Local Development Districts (Planning District Commissions), and state and local governmental entities are eligible to apply**

- **Non-profits must demonstrate adequate capacity to be eligible for ARC funding.**

- **Private organizations or for-profit businesses are not eligible to apply.**

Economic *Status*

Distressed	At-Risk	Transitional	Competitive	Attainment
	Buchanan	Alleghany	Bath	Botetourt
	Carroll	Bland	Craig	
	Dickenson	Floyd		
	Grayson	Giles		
	Henry	Highland		
	Lee	Montgomery	Bristol	
	Patrick	Pulaski	Clifton Forge	
	Russell	Rockbridge	Lexington	
	Scott	Tazewell	Norton	
	Smyth	Washington	Radford	
	Galax	Wise		
	Martinsville	Wythe		
		Buena Vista		

Virginia's ARC Strategy

- **Annual Strategy Statement draft is being prepared.**

- **Final will be available in the Fall.**

- **2011-2014 Development Plan**
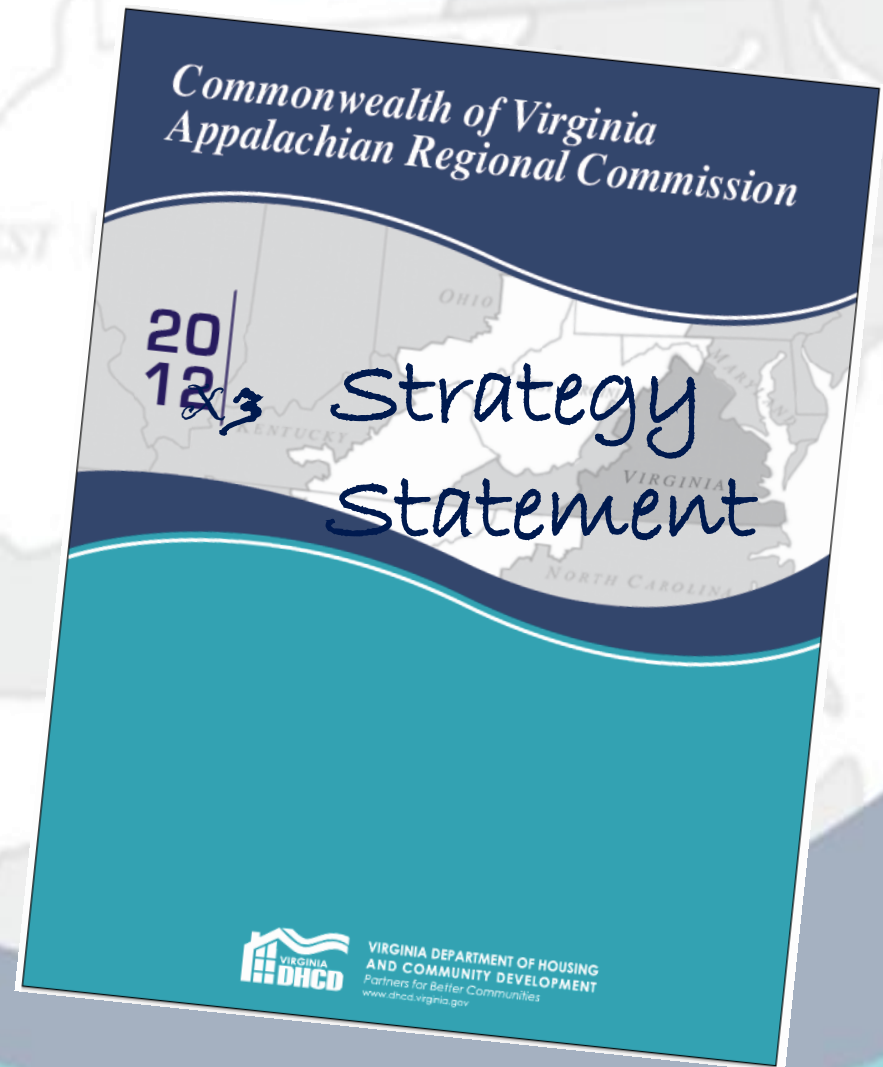
News and Announcements Funding Status

2013 Program Year Funding Level

- **Senate Committee on Appropriations :**
  - **$64.9 million for ARC's nonhighway programs.**
  - **This is a 5 percent reduction from ARC's FY 2012 funding level**
  - **Consistent with the administration's FY 2013 budget request for ARC.**
- **House Committee on Appropriations:**
  - **$75.3 million for ARC**
- **Full Senate and House action on the bills is pending.**

News and Announcements

ARC Oak Ridge Program

- One Teacher
- Five Students

ARC meetings

- States' meeting in DC on July 24th.
- Commission meeting in Alabama in the Fall

Liveable Regions and Communities workshops

- July 12th in Kingsport, TN
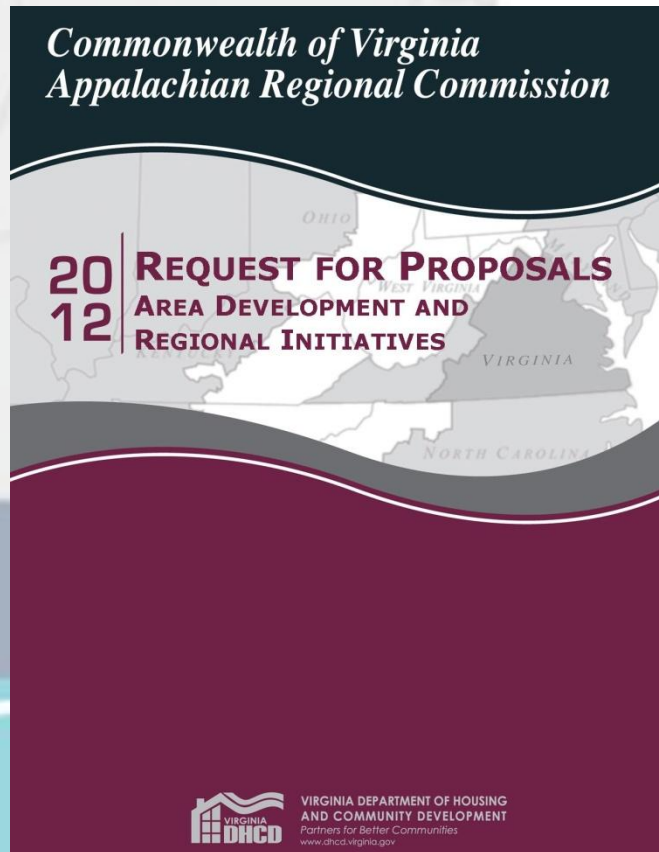- Aug 16th in California, PA

DHCD News and Announcements

- **Building Collaborative Communities**
  - How to Apply Workshop coming soon

- **Industrial Revitalization Fund**
  - How to Apply Workshop coming soon

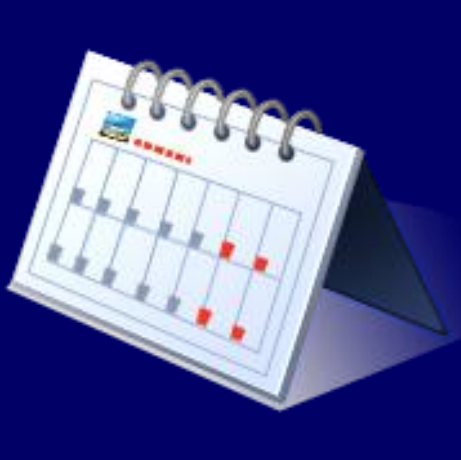- **New website at www.dhcd.virginia.gov**

2012 Recommendations

Friends of Southwest Virginia	Building the operational foundation for Southwest Virginia's creative economies initiative	$ 500,000
Floyd Community Center, a.k.a. Jacksonville Center for the Arts	Capacity-building capital improvements	$ 157,000
Economic Development Authority of Floyd County	Energy-efficient Innovation Center for Floyd with two clean room environments	$ 369,000
Giles County	Giles County – Live, Work and Play: Tourism Enhancement	$ 76,000
St. Mary's Health Wagon	The Health Wagon: Expansion of Primary and Specialty Care	$ 100,000
Appalachian Traditions, Inc.	Country Cabin outdoor venue enhancement project	$ 44,415
Town of Marion	Wayne C. Henderson School of Appalachian Music and Arts	$ 338,000
Scott County Tourism	Enhancing outdoor recreation, economic development and water quality along the Clinch river Valley in Southwest Virginia	$ 78,500
Birthplace of County Music Alliance	Birthplace of County Music Cultural Heritage Center	$ 500,000
	Subtotal - $ 2,162,915	

Commonwealth of Virginia Appalachian Regional Commission

20 12 REQUEST FOR PROPOSALS AREA DEVELOPMENT AND REGIONAL INITIATIVES

OHIO
WEST VIRGINIA
VIRGINIA
NORTH CAROLINA

VIRGINIA DHCD
VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
Partners for Better Communities
www.dhcd.virginia.gov

ARC Timetable

- **Focus Groups were held in June**

- **How-To-Apply Workshop**

- **Proposals due** _**September 19, 2012**_

- **Proposal review through November 2012**

- **Funding recommendations by early 2013**

- **Contract approval by ARC by August 2013**

Funding Decisions are NOT Final until ARC Approval

ARC Input Sessions
June, 2012

Sample of comments include:

- **Heartwood / RTM/ TCR have been an important driver for other efforts.**
- **Health is still a critical concern in the region and adequate healthcare is a necessary foundation to build the economy in other areas.**
- **Efforts in the region has created a resurgence of volunteering.**
- **There is a huge gap between what is needed and what is being spent on infrastructure**

ARC Funding Limits

- **ARC funding limited to**
  - **$500,000 for construction projects**
  - **$100,000 for non-construction projects**
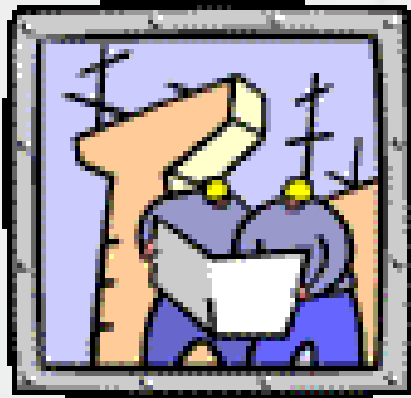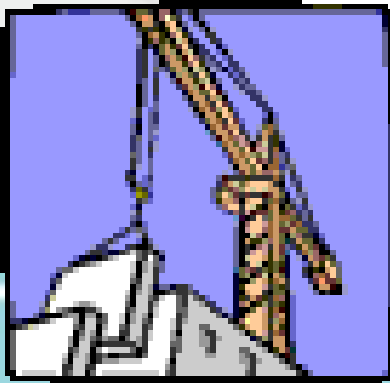
Area Development – Construction Projects

Elements for all Construction proposals include:

– **Basic Agency – must be selected for all Construction projects**

– **Engineering reports, maps, renderings, specifics on the site, etc.**

Area Development – Construction Projects

- **DHCD can function as the Basic Agency for ARC funded construction projects.**

- **Residential infrastructure can only be available if in a distressed area.**

Area Development – Non-Construction Projects
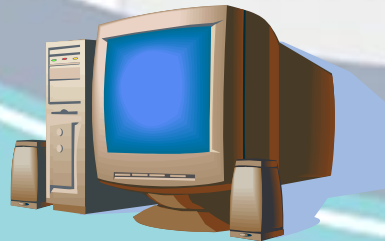
- **Common elements for all non- construction proposals include:**
  - **Similar to Construction but with a different focus**
  - **Staffing Plan and Agency Credentials**
 - **Basic Agency – will be ARC**

Regional Initiatives

- **Regional Initiative includes:**
  - **Asset-Based Development Initiative**
  - **Telecommunications Initiative**
  - **Energy Efficiency**

Asset-Based Development Initiative

- **Must address at least one of the following:**
  - **Cultural assets**
    - **Heritage trails**
    - **Apprenticeship programs**
  - **Natural assets**
    - **Outdoor recreation that promotes tourism and economic development**
    - **Sustainable timbering and value-added processing**
  - **Community assets**
    - **Mobilizing community leaders**
    - **Assisting local businesses**
  - **Structural assets**
    - **Redevelopment and adaptive reuse**
    - **Targeted downtown revitalization**
  - **Business / Economic assets**
    - **Educating current and future entrepreneurs**
    - **Market research / feasibility studies**
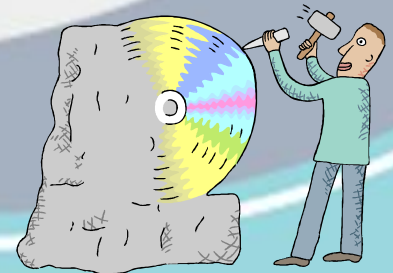
Asset-Based Development Initiative
General Policies

- **Leverage locally-based cultural, natural, community, structural, and economic assets**

- **Clear performance targets, products, and outcomes**
  - **Refer to examples in Appendix B**

- **Direct relationship between project efforts and measurable improvements to the community's economic environment**

Telecommunications Initiative

- **Funding available for:**
  - **Planning Projects**
    - **Regional Coordination: PDC wide or multi-county**
    - **Public/Private Partnership strategy**
    - **Community Telecommunications Plan**

  - **System Development and Technical Support**
    - **Community Business Training and Education Program**
    - **Establishment of Community Cooperative**
    - **Establishment of E-Village**
    - **Development of community tech support**

  - **Physical Implementation**
    - **Installation of a wireless network**
    - **Installation of a dark fiber loop**
    - **Installation of a co-location facility / equipment**

General Policies

- **DHCD invests in "Last Mile" projects**

- **No Implementation Support without a Community Telecommunications Plan**

- **Planning projects should look to future implementation project**

- **Planning not Funder specific**

Remember!

If requesting System Development and Technical Support assistance or Physical Implementation assistance YOU MUST HAVE A PLAN similar to the Community Telecommunications Plan

Energy Efficiency

- **ARC resolution requires all states to provide a strategy for encouraging energy efficiency in ARC funded construction projects.**

- **RI funds may be used to support actual costs of the Energy Efficiency components.**

- **Area Development Application should be completed.**

Energy Efficiency

- **Projects addressing energy efficiency, renewable energy, alternative fuels, etc. are eligible as a stand alone project.**

- **This is intended for projects with a regional impact or that can be a model for future efforts.**

Access Road Program

- **Serve industrial and commercial areas by facilitating economic development projects tied to measurable, tangible outcomes**

- **$1 million annually**

Project Proposal Elements

- **Project Proposal Summary**
  - **2-page maximum**
  - **Follow the template**
  - **Select Goal and Strategy**
  - **Specific, quantifiable Outputs and Outcomes**
  - **Use Appendix B for specific examples**

Project Proposal

- **Narrative**
  - **Goals and Objectives that will be supported**
  - **Product and Outcome Description**
  - **Issues / Challenges (Need)**
  - **Performance Targets**
  - **Project Beneficiaries**
  - **Relation to Local Activities**

Project Proposal Elements

- **Proposal Narrative**
  - **Project Location**
    - **Census tracts served**
    - **Maps – clear, legible, showing improvements, project area, affected areas, landmarks, etc…**
  - **Leveraged Private Investment**
  - **Readiness**
  - **Capacity**
  - **Sustainability**
  - **Letters of Benefit Commitment**

Hints...

- **Derivation of costs are well-supported**
- **Other funding in place**
- **Work plan with milestones and performance targets**
- **Plan for sustainability**
- **Key individuals identified**
- **Draft must be sent to the PDC**

Overall Guidance

- **Match Requirements ARC participation, up to:**
  - **50% in Transitional**
  - **70% in At-Risk Counties**
  - **30% in Competitive Counties**
  - **Match must be from non-federal sources**
- **In-Kind match may be allowed for less than 50% of the required match.**

Overall Guidance – All Initiatives

- **Start dates / timetables**
  - **Need to correlate with funding approval**
  - **Project should not start prior to ARC approval**

Overall Guidance

- **Electronic Submission to ARC**
  - **Proposals**
  - **Reports**

Outputs / Outcomes

- **<u>OUTPUTS:</u> Short-term benefit, products, milestones, activities**
  - **e.g. 16,000 linear feet of waterline installed**
  - *Outputs must be listed using specific and absolute numbers*

- **<u>OUTCOMES:</u> Long-term results**
  - **e.g. Twenty-five (25) trained and certified students obtained employment and continue working at job two years after close of project**

- ***Appendix B** contains examples of project Products (outputs) and Outcomes*
  - ***Measures must be selected from this list!***
  - *Percentages may be used to supplement the application, but quantifiable figures MUST be used*

Difference Between Outcomes and Outputs

GED Fast Track Program

<u>Outcomes</u>

- **Staff instructors will learn the key elements of successful Fast Track GED Program**

- **Students will report high satisfaction with tutoring service**

<u>Outputs</u>

- **20 instructors will complete the Fast Track curriculum training**

- **5 workshops will be held**

- **staff will earn 3 CEUs**

Output and Outcome Characteristics Checklist

- Measurable
- Simple, clear and understandable
- Realistic
- Manageable
- Identifies a specific group of clients
- Specifies a time frame
- Measures an end, not a means to an end
- Outcome measures taken after service has been delivered
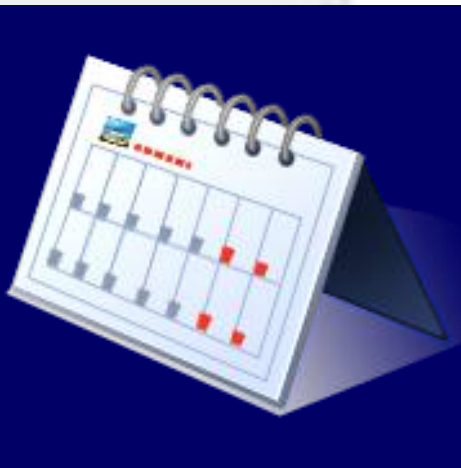
Common Problems / Issues

- **Unclear documentation of match and sources**
- **Poor maps**
- **Lack of coordination / discussion of other regional projects**
- **Vague Outputs and Outcomes**
- **Incorrect budget forms**
- **Incomplete budget narratives**
- **Project not "ready"**
  - **Partnerships / agreements not in place**
  - **Beneficiaries not clear or determined**
  - **Funding**

Proposal Scoring

- **For Construction and Non-Construction proposals**
  - **Clear project need**
  - **Clear project description**
  - **Appropriate project design**
  - **Optimal use of other funding and established need for ARC resources**
  - **Well documented costs**
  - **Likelihood of benefits and outcomes**
  - **Sustainability – will this do it and will it last?**

- **Non-Construction**
  - **Adequacy of credentials, work and staffing plans and evaluation and support mechanisms**

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
Partners for Better Communities

VIRGINIA DHCD

CAMS SYSTEM LINK
Applications and Registration

| HOME | BUILDING CODES | HOUSING | BUSINESS | COMMUNITY | REGIONS AT WORK | C L G | RESOURCES |

2012 GOVERNOR'S HOUSING CONFERENCE

EMBRACING NEW VISIONS FOR HOUSING AND VIBRANT COMMUNITIES

Roanoke, VA | November 14-16, 2012

SEARCH DHCD

Search DHCD

DHCD QUICK MENU

COMPLETE PROGRAM LIST

ABOUT DHCD

BOARDS AND COMMISSIONS

JOB OPPORTUNITIES

LOOKING FOR RENTAL HOUSING?

PRIVATE ACTIVITY BONDS

CALENDAR OF EVENTS

MOST READ CONTENT

- Community Development Block Grant (CDBG)
- Community Development Block Grant (CDBG) Community Economic Development Fund (CED)
- Community Development Block Grant (CDBG) Planning Grant
- Community Development Block Grant (CDBG) Competitive Grants
- Community Development Block Grant (CDBG) Construction-Ready

VIDA- Testimonial

Virginia Main Street

Grantee Spotlight

The Virginia Department of Housing and Community Development (DHCD) has developed agency strategic

CAMS Organization Registration

Your organization must register in order to access funding through DHCD. Please note that DHCD does not provide direct assistance to individuals. Only one profile per organization is allowed.

Organization Primary Profile Manager/Contact

The profile manager below will be responsible for receiving profile notifications and will be required to keep the profile up to date.

*First Name: [   ]   *Last Name: [   ]

*Contact Title: [   ]   Cell Number: [   ] - [   ] - [   ]

*Contact Phone: [   ] - [   ] - [   ]   Extension: [   ]

*Contact Email: [   ]

Organizational Information

*Organization Name: [   ]   *Street Address: [   ]

Address Line 2: [   ]

*City: [   ]   *ZIP Code: [   ] - [   ] Whats my +4?

☐ Check this box if the organization address listed above is the mailing address.

Mailing Address: [   ]   Address Line 2: [   ]

City: [   ]   ZIP Code: [   ] - [   ] Whats my +4?

*Phone Number: [   ] - [   ] - [   ]   FAX Number: [   ] - [   ] - [   ]

*DUNS Number: [   ]   *FEIN: [   ]

CAMS User Guide

The CAMS or *Centralized Application and Management System* User Guide is designed as a complete reference tool. The individual documents will be updated to correlate to system updates and feedback from the customer and applicant population.

You may also find the FAQ to be a helpful resource tool. If you have questions or comments about this guide, please contact us.

Table of Contents

DHCDCAMS

Welcome Katy L. Dynes

Log Out

| Profile | Search Programs | Downloads | Apply | Application Status | View And Manage Projects | User Guide |

Apply Application

Find a Program: [2013 Appalachian Regional Commission - Appalachian Regional Commission Area Development ▼] **Go**

| 1 Results | 1 | Page 1 of 1 |

Appalachian Regional Commission Area Development   🖊 **Apply**

ARC funds are broadly aimed at encouraging economic development in the Appalachian Region by funding projects such as infrastructure, entrepreneurship support and workforce development. Funds are meant to provide a catalyst for growth and will be "concentrated in areas where there is significant potential for future growth, and where the expected return on public dollars invested will be greatest." Additionally ARC funds may support the goal of building a strong and sustainable asset-based economy by bringing jobs and prosperity to Appalachian communities while preserving their character. These projects address the leveraging of cultural assets, natural assets, community assets, structural assets, and economic assets.

More information can be found at: http://www.dhcd.virginia.gov/CommunityDevelopmentRevitalization/Appalachian_Regional_Commission_Program.htm.

Application Start Date: 7/5/2012   *End Date:* 9/12/2012

Eligible Organization Type: CHDO, Localities, Nonprofit Organization, Planning District Commission

Eligible Activity Type: Community Development, Economic Development, Housing, Infrastructure

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600 East Main Street, Suite 300
Richmond, VA 23219

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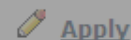
Apply Application

Find a Program: [Homeless Prevention Program - Homeless Prevention Program 2012-13 ▼] [Go]

1 Results	1	Page 1 of 1

Homeless Prevention Program 2012-13

✎ **Apply**

The Homeless Prevention P... ...ram replaces the
Homeless Intervention Prog... ...mited assistance to
households who, but for th...

DHCD anticipates allocating ...etitive application process.
This funding is allocated on ...nd year based on
performance, compliance, a...

DHCD anticipates grantee a... ...need as identified in
proposals submitted to DH...

DHCD's goal is to provide fu... ...an eligible service area.
The intent of HPP is to prov... ...o award more than one
grantee per Continuum of C... ...ay make some exceptions
where necessary.

Application ID: 2603162012102722

Project Name: [   ]

[Continue] [Cancel]

DHCD is offering "How to Apply" workshops for prospective grantees. The workshops will review program parameters, application requirements, and the electronic application system. While it is not mandatory, it is highly recommended that all applicants attend.

The "How to Apply" in-person workshops will be held as follows:

Roanoke, Monday, March 19, 2012   1:00pm to 3:00pm

Richmond, Tuesday, March 20, 2012   10:30am to 12:30pm

Applicants must go to https://dmz1.dhcd.virginia.gov/DHCDEvents/default.aspx to register for the workshops by Friday, March 16, 2012. Workshop details including location information will be provided to registered attendees.

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Application Submission

Application ID: 3007062012125835   Project Name: KWS 7.6.12 Test App   Program Name: Appalachian Regional Commission Area Developmen
Application Start Date: 07/05/2012   Application End Date: 09/12/2012

| **Project Information** | Project Budget | Narrative Information | Attachments | Additional Information |

Project Information   **You must click the "Save" button below to save the info you enter in the page!**

Organization Name*: Impact Makers

Project Primary Contact ?

First Name*: [   ]   Last Name*: [   ]

Title*: [   ]   Email*: [   ]

Work Phone*: [   ] - [   ] - [   ]

Place of Primary Performance ?

Address*: [   ]   Zip Code*: [   ] - [   ] Whats my +4?

City/County*: [   ]

Primary Service Area* ?

Please select ALL localities that will be in your project's primary service area. Only one County, City or Town must be selected to save this page. Select the Add/Edit li
Selections will display below the County, City and Town sections. When selecting a County, it is not necessary to also select a Town that lies within that county. Cons
information for this program for additional information.

County: ✎ **Add/Edit County**   City: ✎ **Add/Edit City**   Town: ✎ **Add/Edit Town**
No County Selected.   **No City Selected.**   **No Town Selected.**

[Save]

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600 East Main Street, Suite 300
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| Project Information | **Project Budget** | Narrative Information | Attachments | Additional Information |

Project Budget Information   You must click the "Save" button below to save the info you enter in the page!

Please enter your Total Request: $ [0.00]

Cost/Activity Category				DHCD Request	Other Funding
⊞ **Administrative and legal expenses**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Personnel**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Fringe Benefits**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Land, Structures, Right of Way, Appraisals, etc...**	✎ Add	✖ Delete		$0.00	$0.00
⊞ **Relocation expenses and payments**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Travel**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Architectural and Engineering Fees**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Other architectural and engineering fees**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Project Inspection Fees**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Site Work**		✎ Add	✖ Delete	$0.00	$0.00
⊞ **Demolition and Removal**		✎ Add	✖ Delete	$0.00	$0.00

Budget Narrative:

[ ]

Save

Page ▾   Safety ▾   Tools ▾

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Application Submission

🖨 Print

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Project Budget Information   You must click the "Save" button below to save the info you enter in the page!

Please enter your Total Request: $ `0.00`

Cost/Activity Category			DHCD Request	Other Funding	Total
⊞ **Administrative and legal expenses**	✏ Add	✖ Delete	$2,000.00	$0.00	$2,000.00
⊞ **Personnel**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Fringe Benefits**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊟ **Land, Structures, Right of Way, Appraisals, etc...**	✏ Add	✖ Delete	$25,000.00	$30,000.00	$55,000.00
☐ Acquisition Costs ▾			$ 25,000.00	$ 30,000.00	$55,000.00
⊞ **Relocation expenses and payments**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Travel**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Architectural and Engineering Fees**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Other architectural and engineering fees**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Project Inspection Fees**	✏ Add	✖ Delete	$0.00	$0.00	$0.00
⊞ **Site Work**	✏ Add	✖ Delete	$0.00	$0.00	$0.00

Budget Narrative:

Save

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Application Start Date: 07/05/2012	Application End Date: 09/12/2012	

| Project Information | Project Budget | **Narrative Information** | Attachments | Additional Information |

Select a Project Type And Click the "Go" Button: ☐ Construction   ☑ Non-Construction   ☑ Asset Based Development   ☐ Energy Efficiency   ☐ Telecommunications

Please answer following questions: **You must click the "Save" button below to save the info you enter in the page!**

Purpose, Description, & Rationale –

State in one sentence the main purpose of the project in terms of the goal and strategy being addressed *(e.g., To create jobs by providing training for small business owners.)*

5. Indicate the NEED for the project, specifying both the need for ARC resources as well as the problem(s) the project will address. Describe the challenge, issue, or asset you a
seeking to address and show how ARC funds in the implementation of this project will help do so.

Save

Virginia Department of Housing and Community Development

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Application Submission

Application ID: 3007062012125835   Project Name: KWS 7.6.12 Test App   Program Name: Appalachian Regional Commission Area Development
Application Start Date: 07/05/2012   Application End Date: 09/12/2012

Project Information | **Project Budget** | **Narrative Information** | **Attachments** | **Additional Information**

Please submit/upload following required documents: **You must click the "Save" button below to save the info you enter in the page!**
ALL maps should be LEGIBLE and contain a scale which is clearly marked on the map.

PER / PAR / Master Plan: Attach a copy of the PER/PAR or other relevant study for the project. If more than one document, please combine into a zip file and attach it here.

Committment of Other Funds: Attach signed award letters or other documentation showing other funds in the project have been committed.

Letters of Support - Attach letters from key stakeholders in support of this project.

The other field is for additonal items in support of your proposal.

Proposal Summary
(to get the template file by clicking **HERE**)
[   ] [Browse...]

SF424C Construction Budget
(to get the template file by clicking **HERE**)
[   ] [Browse...]

SF424A Non-Construction Budget
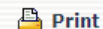(to get the template file by clicking **HERE**)
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Application Submission

🖶 Print

Application ID: 3007062012125835   Project Name: KWS 7.6.12 Test App   Program Name: Appalachian Regional Commission Area Development
Application Start Date: 07/05/2012   Application End Date: 09/12/2012

| **Project Information** | **Project Budget** | **Narrative Information** | **Attachments** | **Additional Information** |

Enter optional comments regarding your application in the space below:
You must click the "Save" button below to save the info you enter in the page!

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Submission

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1 / 12   — ⊕   88.7% ▾

Find ▾

Application to DHCD Submitted through CAMS

Impact Makers

KWS 7.6.12 Test App

Application ID:	3007062012125835
Status:	Incomplete
Program Name:	Appalachian Regional Commission Area Development
Organization:	Impact Makers
Address:	2922 West Marshall St Richmond, VA 23230-4811
Contact Name:	Andy Savage
Contact Phone:	(804) 372-7283
Contact Email:	asavage@impactmakers.org

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Application Status

Incomplete Applications: ❓

Application ID ❓   **Project Name** ❓   **Withdraw** ❓

Application ID	Project Name	Program Name	Updated	
3007062012125835	KWS 7.6.12 Test App	Appalachian Regional Commission Area Development	7/6/2012	[Edit] [Withdraw]

Pending Applications: ❓
No Records Found!

In Progress Applications: ❓
No Records Found!

Approved Applications: ❓
No Records Found!

Denied Applications: ❓
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Denise Ambrose
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Contact your local Planning District Commission

GOOD LUCK!